

## **HRD POLICY OF CCD**

### **About CCD**

CCD is a non-profit, non-political, non-governmental development organization. It is receiving most of its funds from donations. It is expected to have a high degree of commitment to its work, integrity in its affairs and high degree of delivery efficiency. Hence, CCD expects a high degree of commitment, skill & integrity from its staff. As a civil society organization, CCD also recognizes its responsibility to be fair, just and transparent in its dealings with the people working in the organization.

1. While the staffs are expected to fulfill specific and individual requirements of their appointments, and to keep to their respective working hours in the organization, they are also expected to do any task, at any time in an emergency situation. As a member of a development organization they are on call any time.
2. All positions are transparent & conditions of service applicable to that position will prevail.
3. Staff are expected to devote themselves wholly to the work of the organization, and should not take up any other jobs. No staff shall be a member of any political parties or organizations. CCD believes in people's empowerment ideology and all staff would maintain this character.
4. CCD and its staff shall have Gender sensitivity as a value.

### **1. RECRUTIMENT & PROBATION**

The search for committed and qualified as well as experienced staff would be conducted on a regular process, once the need is identified for a new position or some vacancy arises. People working in CCD and having desirable qualification and experience should be encouraged to compete. E.C. members, key staff, Advisors, Consultants, known persons and institutions should be requested to recommend candidates. Open advertisement could be put on if necessary or could be circulated to similar organizations indicating the vacancies.

### **Recruitment**

EC shall conduct recruitment with external consultants for recruitment of the senior staff. For junior staff recruitment, the Chief Executive with the Project co-ordinator shall be the key recruitment team.

If a person is found very much suitable, recommended by two reliable persons associated with the organization and it is difficult to organize a formal interview, the Secretary may take an interview and issue an appointment letter. This will be later approved by the E.C. However, the person concerned needs to present himself/herself before such a Board with the performance reports and feedback from all concerns towards the end of 3-months probation period. In these cases, confirmation of probation is subject to the approval of the Recruitment Board.

Normally, a programme staff is appointed for a period of 2-years or for specific projects, for the duration of that project.

The Administrative, Accounts and Office Staff are taken on contract for 3-years period.

### 1.2 Appointment letter

Each staff would be issued an appointment letter mentioning the position, grade, salary , duration of employment, probation period, nature of responsibilities, job description, transferability, notice period and special terms and conditions (if any), reporting authority etc.

Each appointment letter would carry a copy of the staff policy document, upon acceptance by the selected person, the person has to sign a contract with CCD. It is not obligatory on part of CCD to extend the contract beyond the specified period.

All staff of CCD are issued contracts from its head office.. The Chief Executive or an officer delegated with the power is only authorized to sign contract letters.

### 1.3. Joining:

The selected candidates shall join as per the required date; communicated to him/her, failing which his/her appointment shall be cancelled. The candidate reports to the chief functionary or the Designate-Authority on the joining-date. A personnel file is opened in the Admn.. – Unit.

### 1.4. Induction:

The induction – period is 15 days for new-personnel. The methods are as follows :

Meeting with Chief-Functionary – 1 session

Meeting with Office-Unit-Personnel – 1 session

Meeting with Chief Accountant – 1 session

Meeting with P.S. Unit – 1 days

Study of Organization documents –2/3day

After 15 days, the personnel gives a report on what he/she learnt, to the Chief Functionary / other Designate Authority. In the next monthly meeting, the team also gives feedback on the strengths and weakness of the new-personnel and suggests steps for improvement.

Both the individual's report & the team's feedback go to the personnel's file.

### 1.5..Notice Period & Renewal

3-months notice period from either side is sufficient to terminate the contract. On a normal case, 3-months before completion of the contract period, each staff gets a notice.

Renewal of contract for another period would depend on the followings:

- a) Continuation of the same project.
- b) Delivery – efficiency of the staff as required by the subsequent project/organisation at that point of time.
- c) Satisfactory Confidential Character Role of the person.

### 1.6.Location

All staffs are appointed for specific locations of work.

### 1.7.Probation

A 90 days period is allocated for the probation. During such period, the personnel shall get a consolidated amount fixed by the organization earlier and no special provisions like leave etc are available. During this period, the person continues as a “trainee” for all practical purpose and shall be called on to do any related-task, other than his/her job. After completion of 90 days, the Chief Functionary confirms the probationer's appointment. From this date onward he/she is continued as a personnel of the Organization as per the required terms and conditions.

For all new appointees, notice of leaving by either side will be one month during the first 3 months i.e. probation period.

After 2-months, mid-term assessment will be carried out. If work performance during the probation period is not satisfactory, the contract shall be terminated. In special cases, where there is scope for improvement, the probation period may be extended by another term of 3 months.

During probation , staff are only entitled to get travel allowances. Leave, medical benefits, and such other benefit as admissible under Staff Policy shall not be applicable to the probationers.

The EC will finalize the regularization of the probationer on the basis of performance, assessment and accordingly a letter of confirmation will be issued to the staff concerned and the regular appointment will be counted from the date the probationer signs the contract.

## **2.0 WORKING NORMS**

### **2.1 Working Hours**

- a) The normal working hours are 37.5 hour per week, with the head office opening between 10.00 a.m – 5 p.m on every working day. Sunday will be holidays.
- b) In case of emergency, staff have to work as per the requirements of work.
- c) In case with due approval of Secretary, staff have to work depending on work requirements.

### **2.2 Public Holidays**

There will be public holidays declared in a year to commemorate important national events or festivals. All staff should be encouraged to avail these holidays. 15 such holidays can be availed annually.

### **2.3 Leaves**

In a calendar year, confirmed staff are entitled to the following:

- a) Casual Leave: For urgent, pressing, personal and domestic work – 5 days/year, without loss of pay.
- b) Medical Leave : Due to illness – 10 days/year. Leave not utilized in a given year shall not be accumulated in subsequent years. In case of Medical Leave taken for 3 or more days at a time, a medical certificate issued by a registered Medical Practitioner is to be submitted on resuming duty.

Any prolonged illness of a staff beyond 30 days in a particular year will be examined minutely and upon satisfactory observation, the leave could be granted.

- c) Privilege Leave (PL): 30 days in a year which should be taken not more than 3 times a year and no accumulation is permissible to the subsequent year. Applications for Privilege Leave should be submitted at least 20 days before the date of leave. As far as possible, PL should be planned by the teams together to avoid any irregularities and work problems.
- d) Special Leave: For delivery of the first two children, maternity leave up to 120 days per delivery, and for father, up to 2 weeks per delivery will be available. This is applicable if the staff has worked for minimum of 1 year.
- e) The 'Leave' year will coincide with the financial year i.e from 1<sup>st</sup> of April of one calendar year until 31<sup>st</sup> March, of the subsequently calendar year.

### **3. SALARIES-STAFF WELFARE**

The organization shall fix the honorarium as per the task and responsibilities entrusted to the personnel and the money available in the project. The minimum honorarium for the “full-time-volunteers” shall be at par with the State Govt’s minimum wages-policy. However in case of revision of the minimum-wages-act, the organization shall not be able to hike the minimum honorarium if the project has been approved prior to the revision date and the old honorarium shall continue till the project period expires. There is no upper limit fixation as the honorarium is dependent on sanctioned project.

The honorarium shall be paid on monthly basis subjected to the compliance of the leave-rules, Task-accomplishment and fund-balance in the bank. Salaries are paid making all statutory (income tax etc.) and other insurance deduction.

CCD , given its limited resource base, offers modest remuneration and other benefits to its staff and intends to be at par with organisation of the same status.

The Salary Scale shall be as per the project guidelines.

The organization shall keep attempting from time to time to enhance the honorarium of the personnel by influencing donor-policies.

Annual increments as per the provision of projects are made available. Salary scales are reviewed in every 2 years (sometime earlier if a gross imbalance is felt for the organisation as a whole keeping the inflationary trends and other environmental factors in view). If required, project specific revisions may be undertaken considering the special needs of that project

#### Staff-welfare :

- A. Medical Benefit : 18% of the honorarium shall be available to the personnel as medical benefit because the area is Malaria infected belt.
- B. Insurance Coverage : All the personnel shall be covered under group-insurance-schemes.
- C. Provident-fund : The personnel shall be covered under provident-fund-scheme. It shall be applicable only for those who have completed 3years of service in the Organization.
- D. Ex-gratia-payment : 10% of the total personnel cost should be available for the ex-gratia-payments. This amount shall be transferred to a staff-welfare-fund set up by the Organization and shown as payments to the personnel. There shall be a staff-representative –team to handle the funds, under the leadership of the Chief Functionary. This fund shall be used for the purpose of meeting emergencies, taking loans and giving encouragement to staff.
- E. Work-equipment's : Torch-lights, replacement-batteries, rain-coats, cycle, cycle repair allowance, blanket shall be given to each implementing staff annually.
- F. House Rent : Each field staff who stay in villages shall be entitled to receive the house-rent-facility.
- G. Support-expenses : Women field staff those who move from village to village shall be provided with an amount of Rs. 100/- towards the support assistance, so that they can take the help of a villager while moving in villages on emergency cases.
- H. Terminal benefit: Any personnel who has been working successfully for the last three years, in case of termination/registration, shall be entitled to avail one month salary at the rate of last drawn amount for each year. However, this is dependent on the availability of finance at that time.

#### **4. TRAVEL**

All actual expenses during travel shall be reimbursed as per the budgetary provision of the project. The personnel has to know his/her provisions before traveling

- a) All office vehicles are meant for official use.
- b) All actual travels shall be reimbursed. All tour plans get prior approval by an approval authority.
- c) A standard eligibility rate shall be fixed for outside travel and travel expenses duly passed by EC.

## **5.1 PERSONNEL INFORMATION**

Staff members are required to notify the head office or any other administrative office/personnel department their details of change of name, address, telephone number, any changes in details of next of kin or the person to be notified in case of emergency. Staff should furnish the details of recognized dependents that may be required for insurance and other purpose.

CCD maintains a personal file of each staff which should have all required documents i.e bio-data, certificate of examinations, birth certificate or certificates specifying birth dates, names and address of references etc.

All information relating to training attended, promotions, transfers, disciplinary measure taken (if any) etc. will be maintained in the personal files. If required by a staff after leaving CCD, this information will help to provide experience certificate to the staff by Head Office or an authorised department on this behalf.

## **6. CONFIDENTIALITY OF INFORMATION**

All CCD papers / documents are the property of the organisation and remain confidential in nature. No staff should disclose its contents to any external agencies, persons without prior permission of appropriate authorities. Only those documents marked non-confidential can be freely shared or used.

It is essential that a staff obtains prior approval from appropriate authority before making any press statement or broadcast or publishes an article based on their experience with CCD.

## **7. STAFF DEVELOPMENT**

CCD is committed to the long-term growth and development of its staff within the constraints of income and external opportunities available. Training Needs Assessment of each staff will be carried out from time to time and growth of each will be monitored.

10% of the staff honorarium shall be spent on personnel training and development. The training and development activities involve in-house and external training, exposure of the staff, who have completed 1 year. Annually, the training-impact shall be assessed once by the Organization and report will be produced. The organization shall develop its own trainers and may take consultants.

Besides meeting minimum training needs, senior staff committing for continuing for longer periods (i.e when persons sign contract for 2<sup>nd</sup> or 3<sup>rd</sup> term) will be only sent for higher level of training. If specific requirements are there for training, then the concerned staff has to sign a legally binding contract to serve for such period of time as approved by appropriate authority. This period corresponds to the length of training and the amount of expenditure involved.

In case of exposures, attending meetings, representation in forms, seniority, loyalty to the organisation and integrity of the person will be taken into account.

## **8. PERFORMANCE APPRAISAL**

Performance Appraisal shall be a system in the organization. The result of appraisal shall be used for placement, development and training, transfers, increments and promotions.

The appraisal system shall be used at least once in the year for each staff and each unit. Repeated low performers shall be procedurally sacked.

The focus areas of PA are : 1. Job competence, 2.Administration compliance, and 3.Personality growth.

Participatory methods shall be adopted for the purpose and the objective shall be both to, assess competency and assess growth requirements.

## **9.PROMOTIONS & TRANSFERS**

1. CCD gives adequate scope to its staff to take advantage of joining higher position as per the guidelines outlined for recruitment. Now, promotions are related to achievement or work targets and results.
2. To fill up higher positions within a project, preference is given to senior and experienced staff, provided they possess requisite quality for the position. Experienced staff would be encouraged to initiate new projects of CCD taking more responsibilities with additional financial benefits.
3. Horizontal and vertical transfers (in case of promotions) among staff of different project sometimes an mutual consent of two staff, is practiced for organisation and individual interests as well.
4. The Expenses for re-location of staff caused by a transfer order will be borne by CCD subject to such reasonable limits approved in each case.



## 10. **GRIVANCE REDRESSAL & DISCIPLINARY ACTION**

### 10.1 Grievances

Any form of dissatisfaction / harassment, real or imaginary shall constitute a grievance. To handle such affairs a grievance handling committee shall be formed at the apex level. Consisting of 5 members viz. Secretary, two Board members, and two Senior Core-Team-Members. A minimum of two members shall be women.

The first step should be to work out a mutually acceptable solution between the two parties. If this is not possible after direct discussion, the help of mediator is taken form within staff. Only if discussion between these parties fails to resolve differences, then the formal procedure should be used.

The steps are :

- a) submission of the application by aggrieved staff.
- b) Hearing by next higher authority.
- c) Hearing by Cheief Executive
- d) Final hearing by EC
- e) Sexual harassment grievance to be heard by a committee as per the Supreme Court directive.

. Grievance-handling-procedure :

Any aggrieved person shall express his/her grievance to his/her next authority for resolution. if the person is not satisfied, then after 15 days he/she can take up the matter to the higher authority ad finally to the Secretary in 15 days phases at each level. However, the days are not binding incase of emergency problems.

While handling grievance, the authorized personnel may consult the next superior if necessary or may hand over the case to them. Final resolution should be in writing.

## 11. WORKING RULES

All staffs are required to:

- a) Observe their contract of employment in all respect- this includes the terms and conditions mentioned in the appointment letter and the staff policy document and performing effectively the duties of the job for which they have been employed.
- b) Observe all organizational directives, procedures, instructions and policy statements and respect the confidentiality of information;
- c) Give due consideration to the safety and welfare of others;
- d) Observe Organisational normal working hours including any variation agreed for field projects/ specific projects; obtain the prior approval of their supervisor for any absence from work and inform as soon as practicable of reasons and duration of their unexpected and unavoidable absence.
- e) Behave to colleagues, juniors & seniors in a manner which express love, respect and maintains individuals dignity, maintenance of good working relationships and the ethics of a charitable organisation; the behavior not only be consistent in performance of their duties, but personal integrity; as CCD provides a lot of freedom in work and financial dealings, it expects the staff to be much more honest, transparent, self-controlled and high level of self-accountability; the staff should have personal responsibility and care to maintain its good image to outside. The internal working environment should be of helping each others, extending warm welcome to new comers as well as relating in a similar manner with the ex-colleagues.

### code of conduct for ccd members

- 1. Respect for community where we operate and the democratic-constitution.
- 2. Belief in the value of sustainability, gender-equity and participation.
- 3. Faith in group/team-work.
- f) No alcoholic drinks while in duty.

violation of any working rules and code of conduct shall be treated as offences and disciplinary action will be initiated .

## Disciplinary Procedures and Actions

The steps are as follows:

- a) Verbal warning;
- b) Written warning ;
- c) Transfer to another job/place;
- d) Down grading in present job with a reduction in salary;
- e) Withholding of future increments;
- f) Supervision for a period without pay;
- g) Dismissal.

Termination : The personnel shall be subjected to termination if he/she –

- ❖ Shall violate the Organizational code-of conduct and general discipline.
- ❖ Shall be convicted with criminal charges.
- ❖ Shall be subjected to long absence.
- ❖ Shall be subjected to low delivery of duty.
- ❖ Shall create sectarian feeling with regard to religion, area, caste, women etc.
- ❖ Shall be subjected to financial irregularities in spite of repeated warning.
- ❖ Does any thing which contradicts organization goals.
- ❖ Has been suspended twice or more to perform effectively the job assigned to a staff, refusal to comply with proper instructions, reporting in time, maintenance of good working environment & working relationships.
- ❖ Theft or unauthorized use or possession of CCD's property or deliberate misuse of equipment/ assets or any attempt to commit fraud.
- ❖ Political or religious affiliation which might affect the non-political and secular nature of the organisation, taking up any assignment/ work for another organisation without prior approval or working for any organisation which might class interests with CCD may be involving financial gains or without;
- ❖ Unauthorised disclosure of confidential information damaging to Org interest;
- ❖ Physical assault on any staff member or harassment, indecency at work, sexual discrimination or being incapable to work due to the influence of drugs or alcohol.
- ❖ Unauthorised long absence without approval or reasonable grounds or persistent absence for whatever cause or persistent irregularity in working hours;

- ❖ A criminal offence, which renders the staff member unsuitable to carry out the duties. This depends on the nature of the criminal offence and the court verdict.
- ❖

Suspension: The personnel shall be subjected to suspension if he/she –

- Shall remain unauthorized leave.
- Does not obey the superior.
- Is subjected to cheating in work. is subjected to financial in-discipline.
- Shall create disturbance in the team.

The suspension period shall be decided by the Chief-functionary.

### Resignation:

The person can resign with one-month prior notice. He/she must report his resignation to the Chief-functionary. The Chief-functionary or the team to record the impression of the person and to give a warm departure shall conduct an exit interview

## 12. Cadre-tires

No.	Cadre
I	Chief-functionary, senior consultants, Programme Advisors
II	Senior Prog. Coordinates, Senior Accountants, Junior consultants
III	Junior Prog. Coordinators, Junior Accountants, Senior Computer Clerk, Senior Drivers
IV	Senior Admn. Cluster Promoters, Senior promoters, Senior Office Asst., Junior Driver, Junior Computer Clerks
V	Animators, Office-Assistants, Watchman

## .JOB-CHART

Date of Issue

1. Job title/Project
2. Job category
3. Report to
4. Tasks reporting of
5. Location/timing of work
6. Geographical/Projects coverage
7. Core Tasks
8. Job-Related

Adm. – Related